

Ensure Long-term Development. Mining is by its nature a finite activity, and often in regions too remote to easily be connected to the economy. Mine closure will often lead to economic collapse in the region. Moreover, traditional communities and their landscape may be so changed that it is impossible for them to go back to their pre-mine livelihoods once. In such cases, it is vital that closure planning be integrated into the earliest stages of mine design and operation. In Nauru⁶⁷, for example, phosphate mining – accounting for as much as 99% of the economic activity on the island – has stripped 80% of the island's topsoil and vegetation. As early as the 1980s, the government began investing phosphate profits into a long-term trust fund to support the island once the mineral is exhausted. Today that fund is valued at between \$500 million and \$1 billion.

Build Peace through Shared Interests. A company needs to be strategic in identifying those areas of intervention least likely to deepen social cleavages. In many cases of conflict, access to or quality of natural resources may be the bone of contention most amenable to resolution. One of the conclusions of the World Conservation Union's Task Force on Environment and Security is that common environmental interests can bring disputants together in dialogue and collaborative problem solving.

Pay Attention to History. Mining has a long association with exploitation in many countries, and in particular among certain indigenous communities. In Suriname in the mid 1960's, for example, several thousand Saramacca and Aucaner Maroon people were displaced from lands given to them under 18th and 19th century treaties, as a result of the construction of a dam, and resettled in transmigration settlements with little compensation. The inhabitants of one such settlement, Nieuw Koffiekamp, are facing relocation again as a result of the discovery of gold in the region, and have waged strong protest as a result⁶⁸. A history of exploitation wounds the capability of establishing trust between the community and the company.

Keep Pace with an Evolving Context. In situations where firms are seeking to negotiate with indigenous and traditional groups, it is frequently the case that such groups are not monolithic. Factions within such communities often have different interests, and the presence of the mine often creates or exacerbates these divisions as a result of new social influences⁶⁹. Moreover, community expectations of wealth stemming from the presence of a mine are often unrealised. One of the principal challenges facing a firm is therefore the flexible and evolving nature of community 'consent' and the need to build mechanisms for mutual understanding, review and revision into negotiated agreements.

⁶⁷ Matthew, R. and Gaulin, T. 'Conflict or Cooperation? The Social and Political Impacts of resource Scarcity on Small Island States'. 2001, mimeo.

⁶⁸ Rosenfeld-Sweeting and Clark, *op.cit.*, page. 46.

⁶⁹ Lind, J., African Centre for Technology Studies, 1999.